



CITY OF SAN ANTONIO

P. O. BOX 839966
SAN ANTONIO TEXAS 78283-3966

City Auditor
San Antonio, Texas

RE: Management's Corrective Action Plan for the Public Works Transportation Group Audit

City Management and the Public Works Department have reviewed the audit report and have developed Corrective Action Plans below corresponding to report recommendations.

Recommendation					
#	Description	Audit Report Page	Accept, Partially Accept, Decline	Responsible Person's Name/Title	Completion Date
Detail Report					
A.1	<i>Inadequate internal controls for data reliability have resulted in constant timing discrepancies between the TSPW and the actual work performed.</i> <i>Audit testing identified several discrepancies between TSPW and Dashboard for calendar year 2006</i>	5			
	The City Manager should direct Information Technology Services Department (ITSD) to assist Public Works in identifying and correcting data integrity issues associated with the TSPW and Dashboard systems. The City Manager should also direct Public Works to periodically reconcile TSPW and Dashboard data.	6	Accept	Jason E. Cosby, P.E./ Assistant Director of Public Works	PDA devices to arrive by December, 2007 Plant Maintenance program is pending approval in the FY08 Capital Budget

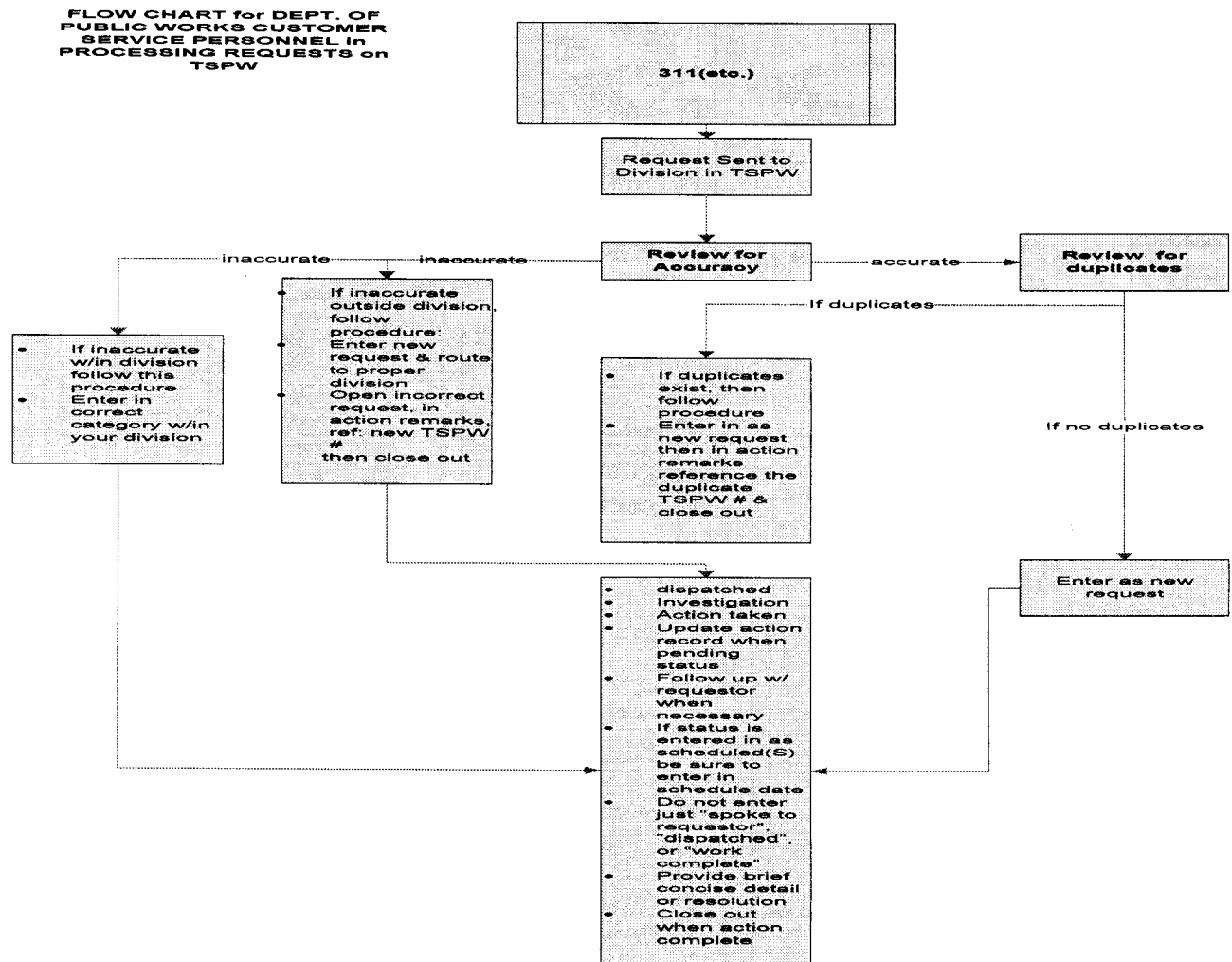
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Action plan:

To reconcile data and manage errors the Transportation Group has improved the frequency in which reports are queried from monthly to weekly and is currently monitoring the Tracking System for Public Works (TSPW) and generating reports on both Dashboard and Crystal Reports. Crystal Reports provides the latest information on specific TSPW requests while Dashboard provides an overall picture of performance of codes in the TSPW system. Both reports are produced by the Transportation group to ensure that all requests are closed within the required Service Level Agreement (SLA). In June 2007 the Transportation Group provided definitions to ITSD in an effort to minimize the possibility of miscoded requests entered in TSPW. Currently Council Aides have access to view these definitions and Public Works is working with ITSD to make these definitions available to a wider group of users including 311. Public Works has also taken steps to retrain staff on how to handle requests that have been previously miscoded. Below is a flow chart used by Public Works with regard to miscoded TSPW requests.

Public Works has been working with ITSD and Purchasing since the beginning of FY 2007 to obtain PDA devices for Transportation Group work crews. PDA devices would allow crews to access real time information, issue work orders, and track them in the field thereby enhancing information in the tracking system. ITSD has proposed an interim solution that will allow the PDAs to view/close work orders in the field by creating a web application for TSPW until Plant Maintenance is deployed. ITSD has proposed a Capital Improvement item in the FY08 budget for a Plant Maintenance program. This program would assist Public Works by providing the software capabilities to use PDA devices to manage TSPW requests in real time.



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A.2	<i>According to the TSPW, the Transportation Group is not meeting their performance goals during calendar year 2006 for resolving traffic signal related requests.</i>	6			
	The City Manager should direct appropriate staff to formally monitor performance measures on an ongoing basis. Appropriate action should be taken to identify and address root causes, when shortfalls are noted. Additionally, the City Manager should direct ITSD to assist Public Works in automating the process of service request notification.	7	Partially Accept	Jason E. Cosby, P.E./ Assistant Director of Public Works	PDA devices to arrive by December, 2007 Plant Maintenance program is pending approval in the FY08 Capital Budget
	<p>Action plan:</p> <p>The Transportation Group has increased the frequency in which TSPW Crystal Reports are generated in an effort to more adequately monitor performance levels. For the current fiscal year 2007 the Transportation Group, responsible for 46 TSPW categories, has a Service Level Agreement (SLA) completion rate of 95%. During the period reviewed by the Auditors Office from January 1, 2006 through December 31, 2006, the Transportation Group as a whole had an SLA completion rate of 91%. It is important to note that miscodings of TSPW requests can affect SLAs. For example, of the 5 categories reviewed by the Auditors Office, category 294 for signal equipment damage had 50% of the requests miscoded. In June 2007 the Transportation Group provided additional definitions to ITSD for the SLA categories under the Transportation Group in an effort to reduce the number of miscodings in TSPW with both Council Aides and 311 having access to these definitions.</p> <p>In addition, Public Works has been working with ITSD and Purchasing since the beginning of FY 2007 to obtain PDA devices for Transportation Group work crews. PDA devices would allow crews to access real time information, issue work orders and track them in the field. ITSD has proposed an interim solution that will allow the PDAs to view/close work orders in the field by creating a web application for TSPW until Plant Maintenance is deployed. ITSD has proposed a Capital Improvement item in the FY08 budget for a Plant Maintenance program. This program would assist Public Works by providing the software capabilities to use PDA devices to manage TSPW requests in real time.</p>				

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B.1	<i>Although the Transportation Group provides formal reports to the City Council for signals that are not recommended by engineer studies, there are no follow up studies conducted to determine if these signals have any affect on traffic flow or safety</i>	8			
	The City Manager should direct Public Works to: 1) perform follow up engineering studies of roadway, traffic, and other conditions for the City's traffic control devices, including "unwarranted" locations, and 2) consult with the appropriate City Officials to determine if such devices should be removed according to Texas Manual on Uniform Traffic Control Devices (TMUTCD) criteria. The results of the studies and any subsequent actions should be formally reported.	8	Partially Accept	Jason E. Cosby, P.E./ Assistant Director of Public Works	Within FY 2008
	<p>Action plan: The Human Resources Innovation Group has studied the Traffic Signal Warrant Study process and has made recommendations to streamline the process. A new policy will be developed and utilized when conducting Traffic Signal Warrant Studies.</p> <ul style="list-style-type: none"> • If a study has not previously been performed for a location and a request is received through 311, the location will be reviewed by engineering staff to determine if area development, crash history, and sample turning movement counts merit further study. • If a location has been previously studied within 12 months, the location will not be reevaluated. • If a location has previously been studied more than 12 months ago, the location will be reviewed by engineering staff to determine if recent development in the area and recent crash history merit further study. Based on recent land use changes, sample turning movement counts may be collected to assist in deciding if reevaluation is required. <p>No more than 30 traffic signal installation studies will be conducted each year with data collection and analysis being conducted between September 1 and May 31 of each year. This new process will assist staff in being more responsive to citizens' requests while maximizing available resources.</p>				

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B.2	<i>Staffing levels for traffic engineers tasked with maintaining traffic signals are below Institute of Transportation Engineers (ITE) suggested standards.</i>	8			
	The City Manager should reassess existing staffing levels for Public Works to ensure adequate coverage for operating and maintaining traffic control devices.	8	Accept	Jason E. Cosby, P.E./ Assistant Director of Public Works	FY 2011
	<p>Action plan:</p> <p>Public Works acknowledges the suggested standards from ITE and are aware of the recommended staffing levels. As a result, Public Works has proposed increased staffing within a Capital Budget Improvement item for consideration during the FY08 budget process to be funded by ATD over the next four years. This program known as the Intelligent Transportation System (ITS) calls for the addition of 6 engineer and technician positions that will assist in bringing our staffing level more in line with industry standards. Positions being requested include one (1) Senior Engineer, one (1) Senior Engineering Associate, one (1) Senior Engineering Technician and three (3) Signal Technicians. The ITS program will result in maximization of traffic flow, reduction in traffic delays leading to improvements in public safety, and reduction of fuel consumption contributing to air quality improvements. This program will allow staff to remotely communicate with traffic signals which will further enhance our maintenance efficiency. In addition, previous implementation of programs such as the upgrading of incandescent signal displays to light emitting diode (LED) signal displays, which resulted in energy savings, and an annual preventive maintenance schedule for each traffic signal have reduced the number of outage response calls that are received, thus maximizing the use of current staff.</p>				

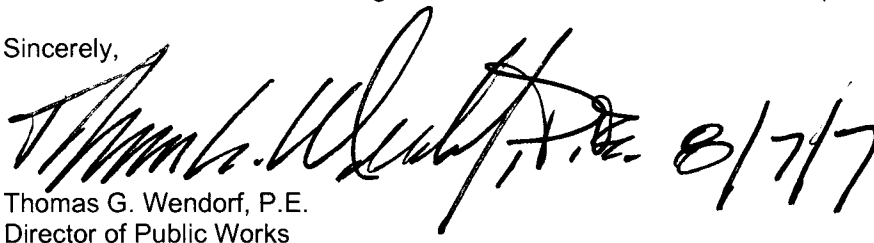
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C.1	<i>The City did not bill TxDOT for all entitled costs incurred to install and maintain traffic signal devices on State roads within the City.</i>	9			
	The City Manager should direct the appropriate City Departments to assist Public Works in developing an indirect cost rate proposal that is specific to the Transportation Group, including all relevant costs. Also, determine the appropriate City rates for health and fringe benefit costs for billing purposes. Instead of relying solely on FEMA, analyze equipment costs to determine if they are congruent with current market, as allowed by OMB Circular A-87.	9	Accept	Anna Resendez/ Contract Administrator	December, 2007
<p>Action plan:</p> <p>The Office of Management and Budget is executing a contract with Maximus to perform the rate study to develop a fully loaded rate that could then be updated annually and utilized in future billings.</p>					

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C.2	<i>Inadequate internal controls over the TxDOT billing process has resulted in a process that is unreasonably susceptible to errors, including unsupported reimbursement costs</i>	9			
	<p>The City Manager should direct ITSD to assist Public Works in automating the work order system and billing process. This automated process should facilitate controls for: 1) assigning a single work order number to track all costs, 2) ensuring the accuracy of data input (use of pre-populated drop-down boxes, tables, range checks, signage, etc.), 3) eliminating of the need to have to enter the same data multiple times (e.g. Date, Work Order #, Vehicles, Personnel I.D., Model/Part Numbers, etc.), 4) producing a detailed summary of all project costs, and 5) printing a final billing statement.</p> <p>Until a more automated solution can be developed, additional employees should be trained and made available to assist in the billing process. Also, when work order data is corrected during the billing process, all corrections should be noted on the original work orders to ensure consistency.</p>	10	Accept	Anna Resendez/ Contract Administrator	<p>PDA devices to arrive by December, 2007</p> <p>Plant Maintenance program is pending approval in the FY08 Capital Budget</p>
	<p>Action plan:</p> <p>Public Works is in the process of purchasing PDA's for all Operational Groups. These PDA's will enable the Divisions to collect information normally done manually through Daily Unit Reports/Work Orders. Detailed information captured on the PDA will then be transmitted to a SQL database from which reports for invoicing can be generated. ITSD has proposed a Capital Improvement item in the FY08 budget for a Plant Maintenance program which will assist Public Works in gathering information needed for these billings to be tracked more accurately.</p> <p>Designated staff will receive training on the TxDOT billings process in accordance with accepted accounting principles, COSA policies and TxDOT guidelines. TxDOT billings will also be coordinated with the Finance Department to ensure all proper internal controls are met. Once billings are finalized they will be submitted to the Director's Office fiscal staff for review and approval before being submitted to TxDOT.</p>				

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C.3	<i>The Transportation Group is not receiving payments (reimbursement of funds spent) from TxDOT within the contractually stipulated 30-day period.</i>	10			
	The City Manager should consult with the City Attorney's Office to determine alternatives for recouping (or preventing) lost revenues from untimely TxDOT payments. This effort may include amending the City's contract with TxDOT to include a provision for assessing penalties for late payments in order to encourage timely reimbursements.	10	Partially Accept	Anna Resendez/ Contract Administrator	Unable to determine at this time given the coordination with TxDOT and other City Departments
	Action plan: Public Works current contractual obligations with TxDOT do not provide for penalties for late payment. Public Works will continue to improve current billing practices to provide for timely and accurate billings.				

We are committed to addressing the recommendations in the audit report and the plan of actions presented above.

Sincerely,

 8/7/17

Thomas G. Wendorf, P.E.
Director of Public Works



Jelynnne Burney
Deputy City Manager